

**Academic Unit/Campus Name: Foster School of Business**

Please complete this Word document and the accompanying Excel workbook (both of which were provided to your unit via email), and submit them to the Office of Planning & Budgeting (OPB) on or before **Thursday, February 1, 2018**.

Please email your materials to [Jason Campbell](#).

Please note that the responses you provide in this Word document **will** be posted to the OPB website.

**1. What is the academic vitality of your school, college or campus?**

Please provide both quantitative and qualitative information, leveraging published materials and [previous submissions](#) where possible. In your response to this question, you may wish to include responses to some or all of the following prompts. Please note that these are suggestions, not requirements.

- What are the top 3-5 **strategic goals** of your unit? Could any of these goals increase expenditures or decrease revenue for other units?
- What are your unit's **faculty** hiring trends from the last 2-3 years and faculty hiring expectations for the next 2-3 years? (you may provide information by department, if relevant)
- What are your unit's **student**-related initiatives, trends, or goals? (E.g. Curriculum innovation, student engagement in the Husky Experience, trends in your student credit hour production)
- What has your college done in relation to key **university initiatives**? (E.g. [Population Health](#), [Race and Equity Initiative](#), [Husky Experience](#), [Transforming Administration Program](#))

Please respond in 500 words or fewer and please use bullets, rather than dense prose.

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**Pros**

1. Full time MBA ranked 15th (3rd public) in the U.S. by Bloomberg Businessweek in 2017.
2. Faculty ranked 7th in the world (tied with Columbia and MIT) for research productivity by the Financial Times.
3. Foster's full time MBA ranked number 1 for job placement (98% 3 months after graduation).
4. Established a comprehensive research institute with the University of Science and Technology of China (a top five University in China) funded by the Chinese government.
5. Three of the Foster's five departments have faculty members who are editors of a top journal in their field. Numerous faculty members serve as review board members for A journals.
6. The Professional Sales Program provided business education to 150 students from 20 majors across the UW. Job placement topped 90 percent.
7. The School's entrepreneurship classes are open to graduate and undergraduate students across the UW.

8. Recently launched three new programs (Hybrid Online MBA, Master of Supply Chain Management, Master of Science in Entrepreneurship).
9. Annually bring 2,000 business executives to campus to serve as mentors, judges in competitions, and guest lecturers.
10. Strong diversity services at the undergraduate level including a high school pipeline program called Young Executives of Color.
11. Joined the Forté Foundation, a non-profit consortium of leading companies and top business schools focused on enhancing the careers of women in business.
12. Princeton Review ranked Foster second in the U.S. for Resources for Women.
13. Consulting services provided to small and minority owned businesses through the Consulting and Economic Development Center.
14. Buerk Center for Entrepreneurship hosted the Hollomon Health Innovation Challenge, the Alaska Airlines Environmental Innovation Challenge, and the Business Plan Competition. The Jones + Foster Accelerator provided funding and mentorship to 9 student run companies.
15. Marketing faculty member received a \$50,000 UW grant for the Population Health Initiative. She is co-PI on a study focusing on suicide prevention in the U.S. veteran population.

**Cons**

1. Salaries of tenure track faculty are outpacing the growth in tuition revenue.
2. Approximately 50% of classes are already taught by non-tenure track faculty limiting use of additional lecturers to control cost of instruction.
3. Mackenzie hall is a decrepit building needing replacement. (Note, the School currently has in hand or pledges of \$55M toward an expected replacement cost of \$70M).
4. The cost of living in Seattle has a negative impact on recruiting faculty and staff. However, to some extent, this is offset by the many positive aspects related to living in Seattle and surrounding communities.
5. While the number of applicants to Foster's full time MBA remain steady, there has been a downturn nationwide.

## 2. What is the fiscal vitality of your school, college or campus?

To answer this question, please complete the following tabs in the Annual Review Excel workbook:

- On the **purple tabs, i.e. the “Fiscal Reports,”** please:<sup>1</sup>
  - Review the prepopulated FY16 and FY17 fields on each fund source tab. The “Fiscal Vitality References and Tools” workbook (described below) provides information to help with this review.
  - Provide full revenue and expenditure plans for FY18, FY19, FY20, and FY21.
  - If there is an area of your unit that you wish to isolate in more detail (i.e. significant departmental self-sustaining, clinical, etc.), feel free to submit an additional fiscal (i.e. dark purple) tab.
  - Enter totals from each of the tabs into the Summary tab.
- On the **“Alternative Assumptions”** tab, please clearly identify and briefly explain any assumptions used in your calculations that are *different* from the Central Budget Assumptions on OPB’s [FY19 Annual Review Materials webpage](#). You are encouraged to refine and adjust the central assumptions, which are (in many cases) general and imperfect.
- On the **“Fiscal Vitality Qualitative Assessment”** tab of the Fiscal Vitality Report Excel workbook, please describe your unit’s overall financial health. If your unit’s fiscal data shows any negative (i.e. financially unhealthy) trends, please propose actions that your unit will take to improve its financial position.

The following resources are available to help you complete this work:

- **“Fiscal Vitality References & Tools” Workbook** (available on the [FY19 Annual Review Materials webpage](#)):
  - FVRowByRowDefinitions Tab: row-by-row general and unit specific parameters used to compile data in the Fiscal Vitality Reports Summary and Fund Source tabs.
  - BgtTypeClassInfo Tab: list of budget types, classes, super classes, family, and community that are referenced in the FVRowByRowDefinitions tab.
  - FVExpendituresPivot and FVBudgetRevenue&CarryoverPivot Tabs: budget number detail supporting the Summary and Fund Source data in the purple tabs of the Annual Review Excel workbook.
- **FY18 GOF/DOF Budget Base:** By November 22, OPB will provide FY18 permanent and temporary budgeted values, as of October 2017 fiscal month end. You can build off these for your FY18 plan, but you will need to adjust for any budget revisions that have occurred (or will occur) since October 2017 fiscal month end.
- **BI Portal Reports** (click on the B.I.Portal link under “Products”): Each report has Overview, Technical Information, and Interpretation tabs that describe the report, what is included in the data, the data sources, and how to use the report. Note, data may differ between reports, but they can still be used as resources.
  - Biennium To Date Budget Balances
  - Remaining Balance by OrgCode and Category
  - Forecasting Template by Fiscal Year and OrgCode (please note, this tool will imperfectly forecast expenditures if units employ fund shifts or cost transfers)
- **Central Budget Assumptions** (mentioned above), which includes additional resources and guidelines.
- **Q&A Sessions on November 28 and 30.** See the [FY19 Annual Review Materials webpage](#) for details.

In completing this work, please consider the tuition rates that you are recommending as part of Question 3.

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<sup>1</sup> Please note that grants, contracts, and gifts are included in the report to provide the Provost with a more holistic view of a unit’s financial activities. The amounts can be reconciled to FAS for biennium 2015-17. However, the grants & contracts amounts will differ from the Annual Report, prepared by the Office of Research. Also, grants, contracts and gifts amounts might differ from the BI Portal “Remaining Balance by OrgCode and Category Report.” In both cases, and possibly with other BI Portal reports, this is due to differences in data elements, context, and reporting period parameters. While the information is not perfect, it is included to facilitate discussions about the unit’s overall financial health.

**3. What are your school, college, or campus's tuition recommendations for 2018-19 (FY19)?**

Using the "Tuition Recommendations" tab of the Excel workbook, please provide tuition rate recommendations for 2018-19 (FY19). For each recommended tuition *increase*, please provide the information outlined below in 500 words or fewer (total). Here are a few notes and reminders:

- In last year's budget process, units submitted *preliminary* FY19 tuition recommendations, along with their FY18 tuition recommendations. You can review last year's submissions at [this webpage](#), along with a summary of FY19 (and FY18) [tuition recommendations](#). You may reuse responses, if they are still relevant.
  - Rate recommendations for **fee-based programs** are handled through a separate process than tuition-based programs. Please see the [Provost's letter](#) to deans and chancellors for more information about that process.
  - The legislature sets resident undergraduate (RUG) tuition rates. OPB anticipates a 2.0 percent RUG tuition increase in FY19.
  - If your recommendation involves creating a **new tuition category**, please be sure to identify the original tuition category, the proposed category and suggested tuition rate for FY19. If you plan to move only a subset of your programs into a new category, please identify those programs by major name, pathway, level and type. Please contact Jed Bradley ([jedbrad@uw.edu](mailto:jedbrad@uw.edu)) for instructions on how to modify the "Tuition Recommendations" tab.
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- Please provide information to justify the increase. This can include information about enrollment plans, peer comparisons, and/or market analyses. Please include information about how the incremental revenue generated will be spent by the school/college/department.
  - Tuition is in line with peer institutions. The increase in the MBA program will allow for rising costs including a modest increase for faculty and staff salaries.
- Please describe whether you expect any substantial enrollment changes (including a change in the resident/nonresident composition) or any changes in the waivers likely to be awarded to your unit's students.
  - No significant changes are anticipated.
- Discuss the impact on student debt load.
  - Foster expects modest impact to student debt.
- Confirm (yes/no) that tuition recommendations were discussed with students.<sup>2</sup> Please discuss your recommendations with students, even if they are the same as the FY19 proposals you submitted last year.
  - FY19 Tuition recommendations were discussed with student representatives on January 31, 2018.

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<sup>2</sup> If the meeting schedules of faculty and student leadership groups present a challenge, please make accommodations to get approval within the necessary timeframe. If necessary, you may submit an update to OPB at a later date, after faculty and students have had an opportunity to review.

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4. Please **update the carryover usage plan you submitted as part of last year's budget development process**. To do so, please complete the **"Updated Carryover Usage Plan" tab** of the Excel workbook. Please note:
- Your worksheet is pre-populated with the carryover usage plan you submitted last year and new estimated carryover totals.<sup>3</sup>
  - Please provide updated numbers in the "Updated Plan" column.
  - If you have new line items, please add rows, as needed.
  - For any major updates, please provide a brief description in the "Explanation of Changes/Updates" column.

If you would like to describe any items from the worksheet in greater detail, please use the space below. For **additional guidance**, please see the example posted at the [FY19 Annual Review Materials webpage](#).

Please note:

- If your unit has a **deficit** instead of a carryover, please confirm that you have an updated deficit mitigation plan in place with OPB. If you do not, please contact [Lisa McDonald](#).
  - If you believe the carryover for your unit is negative due to timing and if you anticipate a positive balance soon, please discuss this below and feel free to provide an updated carryover spending plan.
  - Since the Office of the President and the Attorney General's Office do not retain carryover funds, as a matter of University policy, those two offices are not expected to complete this question.
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Foster maintains carryover or reserve funding equal to approximately 10% of the overall state operating budget in the event of an unplanned emergency or deficit. It will also serve as a backstop in the unlikely event that a gift pledged for the Foster expansion building project is not fulfilled.

5. Please confirm that **faculty councils AND student leaders within your unit/campus have been consulted** and given the opportunity to provide input as part of this budget planning exercise.

To confirm this, please do **one** of the following:

- Briefly describe who was consulted and when, and provide points of contact for your faculty council and student leadership.
- OR**
- Include signed letters from your faculty council chair and student leadership (a scanned PDF is fine) when you submit the rest of your materials.
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The Foster Business School confirms that both students and faculty have been represented, consulted, and given the opportunity to provide input during the creation of this document. Their contact information is included below. They were consulted on January 31, 2018.

Scott Reynolds, Faculty Council Chair, [heyscott@uw.edu](mailto:heyscott@uw.edu)

Shilpa Bothra, 1<sup>st</sup> year Full-time MBA student co-representative, [shothra@uw.edu](mailto:shothra@uw.edu)

Derik Kumagai, 1<sup>st</sup> year Full-time MBA student co-representative, [dkuma4@uw.edu](mailto:dkuma4@uw.edu)

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<sup>3</sup> As a reminder, carryover balances are calculated at the end of each biennium and can only be *estimated* mid-biennium.